

2005 ARMY ACQUISITION WORKFORCE CONFERENCE



<http://asc.army.mil>

Transforming the Organizations, Leaders & Workforce of Tomorrow

Change Leadership

**“THE PROCESS OF CREATING
MAJOR CHANGE”**

Purpose

1. Provide some of the common errors that restrict an organization from transforming.
2. Make you aware of the consequences of allowing those common errors to be prevalent in your change efforts.
3. Assist you in understanding why transformation is vital to the future state of the Army Acquisition Corps.
4. Provide you a process that can be used to create major change.

Agenda

- **Transforming Organizations:**
 - **Eight (8) common errors**
 - **Consequences of errors**
- **How We Succeed - Eight (8) Step Process for Creating Major Change**

Transforming Organizations ***Eight Common Errors***

1. **Complacency**
2. **Failure to Create a Guiding Coalition**
3. **Underestimating the Power of Vision**
4. **Under Communicating the Vision**
5. **Permitting Obstacles to Block the New Vision**
6. **Failure to Create Short-term Wins**
7. **Declaring Victory Too Soon**
8. **Neglecting to Anchor Changes**

Leading Change”, John P. Kotter

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1. Complacency

- Not enough sense of urgency
- Action Officer/Person is mission focused without support



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2. Failure to Create a Guiding Coalition

- Not enough active supporters of change



(Momentum) http://www.pegasus.com/asx/senge1on1_01.asx

Transforming the Organizations, Leaders & Workforce of Tomorrow

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3. Underestimating the Power of Vision

- No sound, articulated vision
- Using plans and programs without a vision



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4. Under Communicating the Vision

- Not reaching out to employees/stakeholders



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5. Permitting Obstacles to Block the New Vision

- Adversities blur the way ahead
- Not recognizing the barriers to change leadership



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6. Failure to Create Short-term

- Use short-term wins to make transformation azimuth adjust



7. Declaring Victory Too Soon

- Short-term wins are important but don't allow major performance victory to impede progression



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8. Neglecting to Anchor Changes

- Not developing a new “this is how we do business” mental



The Eight Common Errors

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2. Failure to Create a Guiding Coalition
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5. Permitting Obstacles to Block the New Vision
6. Failure to Create Short-term Wins
7. Declaring Victory Too Soon



The Consequences

1. **Complacency**
2. **Failure to Create a Guiding Coalition**
3. **Underestimating the Power of Vision**
4. **Under Communicating the Vision**
5. **Permitting Obstacles to Block the New Vision**
6. **Failure to Create Short-term Wins**
7. **Declaring Victory Too Soon**



New strategies aren't implemented well

Acquisitions items don't deliver expected results

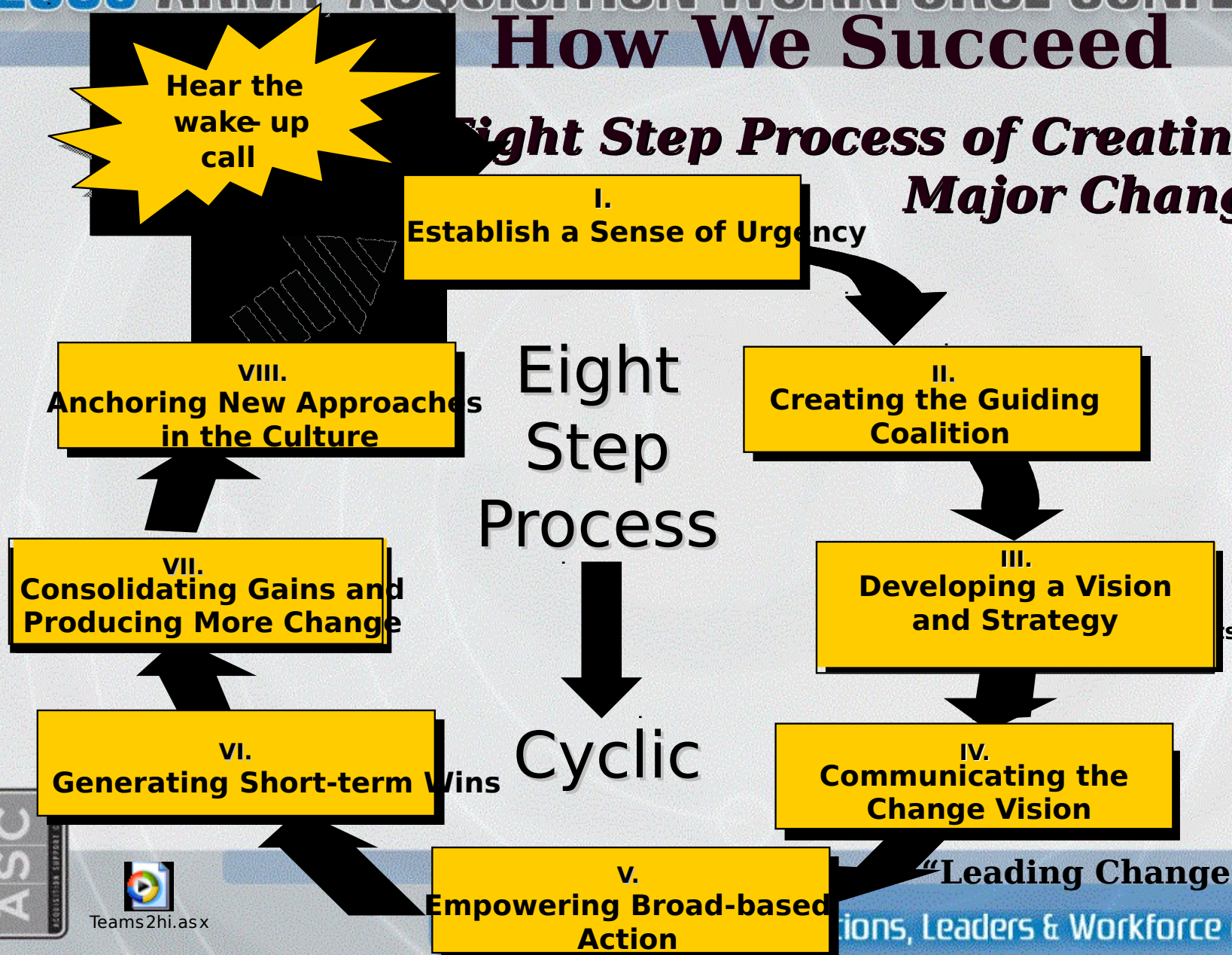
Reengineering prolonged and costly

Cost overruns

Quality programs don't deliver expected results

How We Succeed

Eight Step Process of Creating Major Change



How We Succeed

Eight Step Process of Creating Major Change

1. Establish a Sense of Urgency

- **Examining the realities**
- **Identifying and discussing crises, potential crises, and major opportunities**

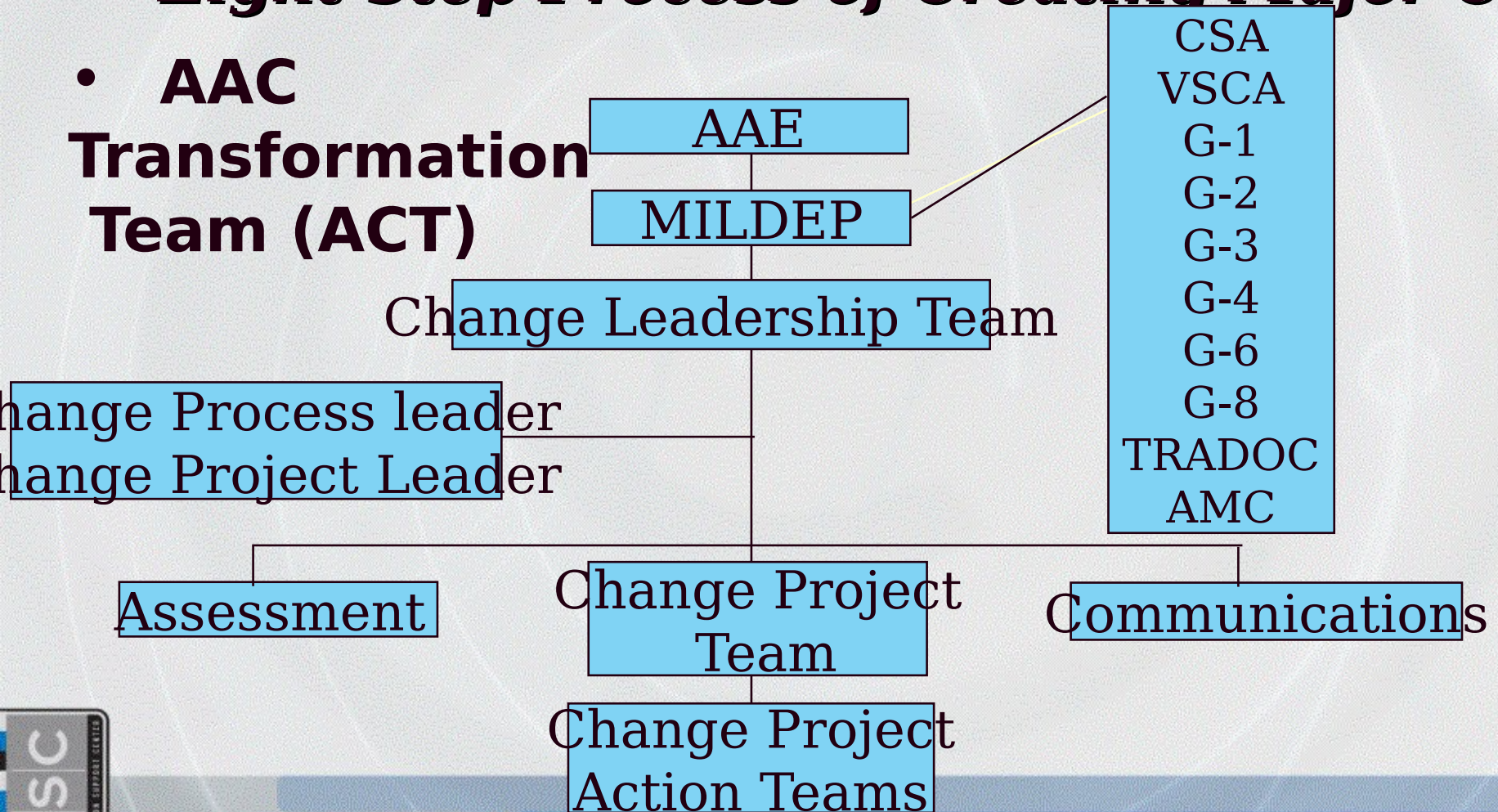
2. Creating the Guiding Coalition

- **Empower a group to lead the change**
- **Getting the group to work together as a team**

How We Succeed

Eight Step Process of Creating Major Change

- **AAC Transformation Team (ACT)**



How We Succeed

Eight Step Process of Creating Major Change

3. Developing a Vision and Strategy

- Create Vision (core capability, Officers and Civilian leaders with diverse and well-rounded background, and workforce - expert, relevant, and ready to lead)
- Developing Strategies for achieving that vision (Transformation Campaign Plan)

4. Communicating the Change Vision

- Constantly communicate the vision and strategies
- Guiding coalition role model the behavior expected of others

How We Succeed ***Eight Step Process of Creating Major Change***

- **Why Transform?**

- Increased complexity of warfare technology
- Continuously high optempo/perstempo
- Random/uncertain threat with a mandate for full spectrum warfighting capability, to include full spectrum acquisition support.
- Joint/expeditionary mindset
- Unit of Employment that includes Special Operations, Civil Affairs, and other capabilities
- Unit manning/unit set fielding

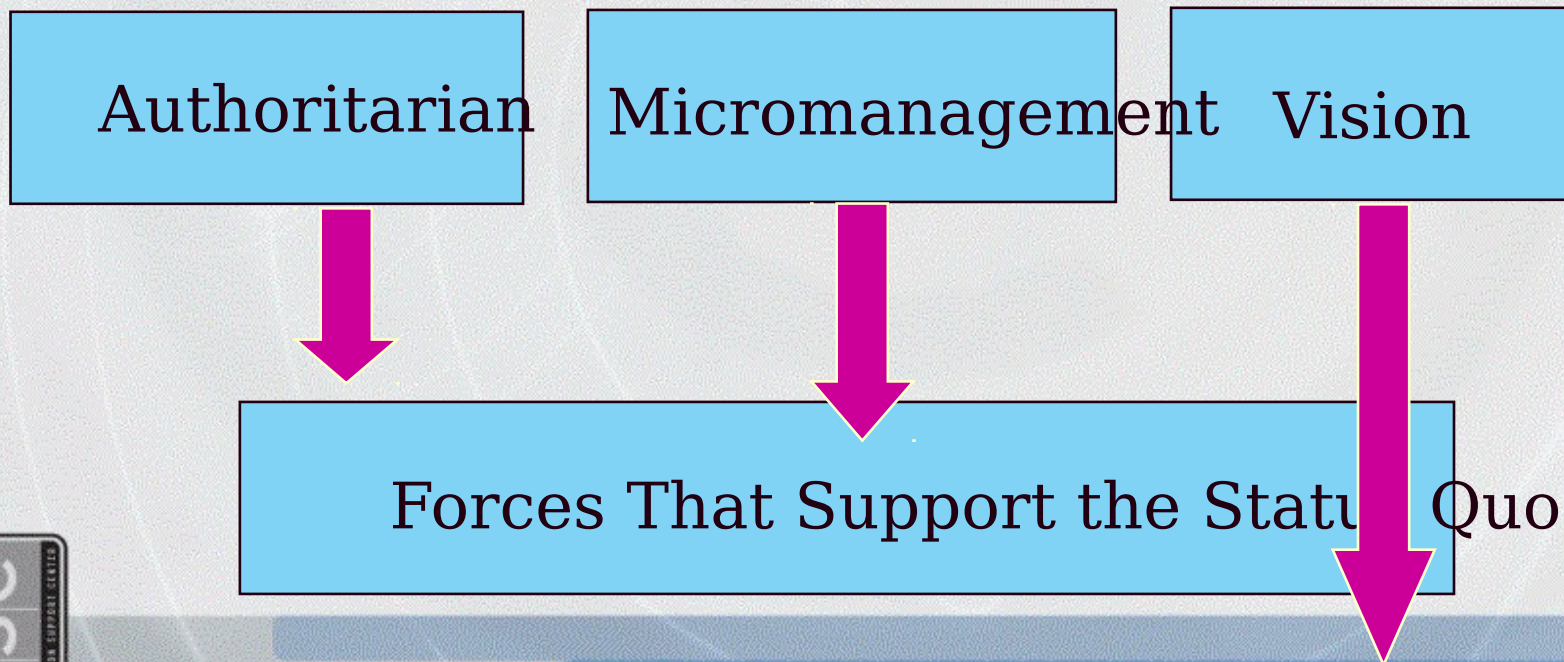
How We Succeed ***Eight Step Process of Creating Major Cha***

- **What's your Opinion?**
 - **Location: In park at lunchtime with a rain storm threatening.**
- 1. **Scenario One: Someone says, "follow me". They begin to run - look back and shouts "I mean NOW!"**
- 2. **Scenario Two: Someone says, "We have to move and here's the plan". "We all stand up and march to the huge tree; Stay at least two feet apart and no running; do not leave any personal items behind; stop at the base of the tree."**
- 3. **Scenario Three: Someone says, "It's going to rain in a few minutes so why don't we sit under the huge tree".**

How We Succeed

Eight Step Process of Creating Major Change

- **Breaking through Resistance with Vision**



How We Succeeded

Eight Step Process of Creating Major Change

5. Empowering Broad-based Action

- Get rid of obstacles
- Change systems or structures that undermine the change vision
- Encourage risk taking and nontraditional ideas and actions

6. Generating Short-term Wins

- Improvements in performance or “wins” and create situation/environment that supports wins
- Recognizing and rewarding change agents/employees

How We Succeeded ***Eight Step Process of Creating Major Change***

- **The Role of Short-Term Wins**
 - Evidence to support the sacrifices
 - Reward change agents
 - Fine tune vision, initiatives and Transformation Campaign Plan
 - Undermine resisters and naysayers
 - Azimuth check for change agents
 - Build momentum

How We Succeeded

Eight Step Process of Creating Major Change

7. Consolidate Gains and Produce More Change

- Change all systems, structures and policies that don't fit together and don't fit the transformation vision.
- Reinvigorating the process with new projects, initiatives, change agents
- Hiring, developing, and promoting people who can implement the change vision

8. Anchoring New Approaches in the Culture

- Better performance through customer and productivity oriented behavior, better leadership and leader development
- Recognizing and rewarding change agents/employees

Summary

- **Transforming Organizations:**
 - **Eight (8) common errors**
 - **Consequences of errors**
- **How We Succeed - Eight (8) Step Process for Creating Major Change**

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